

THE BON

In the late 1870s, Edward Nordhoff, a German emigrant working in the Paris Louvre Department Store, admired the integrity, service, and attitude of a famed rival store, the Maison à Boucicault au Bon Marché. He often dreamed of opening a store modeled after this fine retail establishment.

Ten years later, in 1890, after immigrating to Seattle via Chicago, he and wife Josephine invested their life savings, \$1,200, to buy merchandise to open their own store, which they proudly named The Bon Marche. This first store was in Belltown, north of the city's early business district, in a brick veneer building which they leased for \$25 a month. The building is still standing today.

Mrs. Nordhoff, not yet 20 years old and a mother, helped stock shelves, keep books, clean, and mop. Often she measured dry goods with a baby on her hip. The Nordhoffs kept the doors open from 7 a.m. to 9 p.m. Mrs. Nordhoff learned the Chinook language so she could better wait on Indian customers. Although the store was blocks from the downtown area, customers began to trade with the hard-working couple.

The Bon Marche survived the depression of the 1890s, and in 1896 moved closer to the heart of the city to a one-story building at Second and Pike streets. With the advent of the Gold Rush, The Bon Marche boomed. But in 1899, the company suffered a brief setback with the death of Edward Nordhoff, who had suffered for years from consumption. Mrs. Nordhoff, then 27, took over, and in 1901 expanded the store to include all the frontage on the Second Avenue block. That same year she married a dynamic 31-year-old merchant tailor, Frank McDermott, who took over as president and manager.

Under his leadership, assisted by Mrs. Nordhoff and Edward's brother, Rudolph, the store grew in leaps and bounds, from sales of \$338,000 in 1900 to \$8 million in 1923. More than 135,000 persons attended the grand opening when The Bon moved to its present site in 1929. The Bon became part of Allied Stores, the present owners, in the 1930s.

World War II brought thousands of people to the Seattle area, and in 1949 the company opened an Everett store. In the 1950s The Bon again began expanding

when Allied Stores pioneered a new concept in retailing with the opening of the Northgate Mall, in which The Bon was the anchor store. Other stores were opened in Tacoma, Yakima, and Bellingham, and the downtown Seattle store added four stories, making it the largest store west of Chicago. In 1960 a 10-story self-parking garage was constructed and a "sky bridge" was built connecting it with the store.

Today The Bon operates 34 stores, employing over 6,000 and serving over nine million people in an area from the Pacific Ocean to the Rocky Mountains and from the

Canadian border to the Great Salt Lake.

Below

The first Bon Marche, which was located at First Avenue and Cedar streets, opened in 1890. The store was owned and operated by Edward Nordhoff and his wife Josephine.

Bottom

Thirty-nine years later, in 1929, The Bon Marche built a completely new store covering one city block between Third and Fourth on Pine Street. It was the first Seattle store to have automatic elevators and escalators.



CARNATION COMPANY



In 1899 E.A. Stuart had the vision and enthusiasm to start manufacturing evaporated milk—a product few people understood and even fewer felt they needed. How Stuart and his associates made the milk “from contented cows” one of America’s best-known products and established Carnation Company as one of the world’s leading food manufacturers is a story in which Seattle played an important role.

Kent, Washington, just south of Seattle, is the birthplace of the Pacific Coast Condensed Milk Company—today known as Carnation Company. On September 6, 1899, the first day of operation of the company’s condensery there, 2,744 quarts of fresh milk were converted into 55 cases of evaporated milk. Soon this premium-quality, pure milk product was accepted for many uses—from feeding infants to quenching the thirsts of gold miners in the Klondike.

As product demand grew, so did the company. In 1900 the first corporate office was opened in Seattle. In 1909 Stuart purchased a parcel of land for the Carnation Farm in the Snoqualmie Valley, near Seattle, for the express purpose of breeding and developing superior dairy cattle for the nation’s dairy farmers.

By 1926, the year Carnation entered the fresh milk and ice cream business through the purchase of six dairies in Seattle, the company had 30 evaporated milk plants. Eight of these condenseries were in Washington. Carnation became even more involved in the commerce of Seattle in 1929, when it bought the Albers Bros. Milling Company, and, in doing so, acquired that firm’s feed mill in the city.

Just as Seattle played an important role in the development of Carnation, the company’s founder played a significant part in the life of Seattle. He was an active member of the Seattle Chamber of Commerce,

served as a vice-president of both the Pacific Steamship Company and the Metropolitan Building Company, was a director of Seattle-First National Bank, and served as president of the Seattle International Horse Show Association. Stuart was involved in the development of Seattle’s “Metropolitan Center.” One of the buildings in that complex was named for him.

Although Carnation still sells the milk product upon which its business was founded 82 years ago, the now Los Angeles-based company has developed into a diversified, multinational corporation with more than \$3.2 billion in annual sales. Carnation instant breakfast, Carnation breakfast bars, Coffeemate non-dairy creamer, Slender diet foods, Carnation instant nonfat dry milk, Carnation hot cocoa mixes, Carnation malted milk, fresh dairy products, ice cream, and yogurt are the primary grocery food products. The Chef-mate line of canned entrees and sauces, the Carnation potato line, and other products serve the food service industry. Pet foods include Friskies Dinners dry and canned dog foods; Buffet and Bright Eyes canned cat foods; Mighty Dog canned dog food; Chef’s Blend, Little Friskies, and Fish Ahoy dry cat foods; and Come ‘N Get It! dry dog food. A full line

of animal feed products carry the Carnation Milling name.

The company’s can manufacturing plants and tool and machinery manufacturing business are closely allied to the food business. Carnation’s Herff Jones operation manufactures class rings and school yearbooks, and also Nystrom maps, globes, and other educational aids and multimedia learning systems. Internationally, the company manufactures grocery products, canned fruits and vegetables, specialty items, and pet foods and pet accessories.

Carnation has an important stake in the state of Washington today. Seattle is home to a fresh milk and ice cream plant and a district sales office. Carnation Research Farm, 30 miles northeast of the city, is a 1,200-acre working dairy farm and a research center for the company’s Milling, Pet Foods, and Genetics operations. The farm is world-renowned for its research and contributions in the areas of livestock breeding, feeding, and management.

A feed manufacturing facility, several feed and farm supply stores, fresh milk and ice cream plants, processed potato plants, and a facility for producing school-related fine paper products are other Carnation operations in the state.



Top
Opening day at Carnation’s first condensery was September 6, 1899, in Kent, Washington.

Above
The Carnation Research Farm is headquartered in Carnation, Washington.

CHEVRON U.S.A., Inc.

Chevron, the domestic arm of Standard Oil Company of California, has been selling its products in Seattle for nearly 100 years. The first Seattle operation opened in 1886, while Washington was still a territory, as part of Frederick Taylor's Pacific Coast Oil Company, the grandfather of Standard Oil Company of California. Taylor, an early industry wildcatter, had discovered oil in the Pico Canyon of Los Angeles and together with other investors formed the company in 1879.

But the real growth of the Seattle office began with the Gold Rush in 1897, when the company played a key role in supplying Klondike miners. Its pearl-illuminating oil, kerosene, naphtha, and lubricating oil were valued commodities as far north as the Arctic Circle, where miners often purchased them with gold dust. At the height of the Gold Rush, the company's stern-wheeled steamer, *Oil City*, sailed from Seattle to the Klondike with her hold full of valuable oil cargo products.

In 1899 Standard Oil of California acquired the Pacific Coast Oil Company and expanded its facility in Seattle. In those days the company ship, *Loomis*, supplied the city's new marine terminal and bulk station from its depot at Redondo Beach in Southern California.

Chevron built the first service station on the West Coast in Seattle in 1907. John McLean, a local Standard employee, fastened a 30-gallon water tank on a platform a few feet above the ground and attached a garden hose with a control valve. He then dispensed gas directly into the customer's tank, measuring the flow with a simple glass gauge.

As the city grew, Chevron acquired property at Richmond Beach, 12 miles north of the city. Situated between the Great Northern Railroad tracks and deep water, the Point Wells Distribution Center was first used as a marine fueling station, but later was enlarged to handle a full range of Chevron products. In its early days, the company created a lovely residential tract of six cottages for employees and implemented an active social program of dances, horseshoe tournaments, and crystal-set listening, which kept the employees happy and close to home.

Point Wells is now one of Chevron's busiest locations on Puget Sound. Over 125

Chevron employees are engaged in operating a 2-million-barrel storage tank farm, a full-line product distribution center which blends and packages its own lubricating oils, and a 5,000-barrel-per-day asphalt refinery. Supplies arrive at the facility by ship, tank car, truck-trailer, and pipeline. More than 150 tankers dock annually. Chevron's crews work seven days a week to deliver almost a quarter of a million gallons of bulk motor fuels monthly.

During the many years of Chevron's operation in the Northwest, the company has developed a strong commitment to the Seattle community. Company contributions

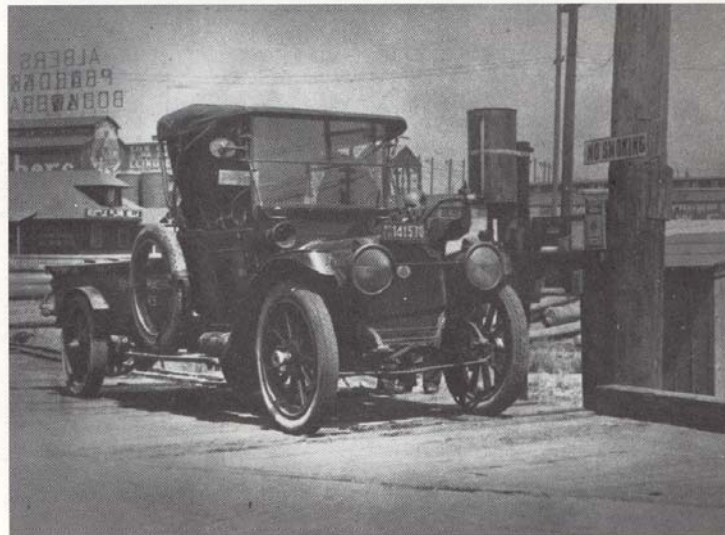
help fund numerous community organizations. In keeping with the desire to become a responsible corporate citizen, the firm is among the top contributors in the area.

Today Chevron U.S.A. employs about 20,000 people and is one of the largest industrial concerns headquartered west of the Mississippi.



Below
The Standard Oil Marine Plant on Elliott Bay, circa 1907-09.

Bottom
"Gassing up" at the West's first service station—Seattle, 1907.



CRESCENT MANUFACTURING COMPANY



The Crescent Manufacturing Company was selling liquid extracts of vanilla, orange, and lemon in Seattle when Washington was still a territory. But the origins of the modern company began in 1895 when two brothers, W.J. and J.W. Kahle, Seattle grocers, bought the business, then known as Larsen Extract Company, and christened it with the Crescent name. The brothers gave up their grocery business, but retained a strong commitment to serving the grocery trade as wholesalers. This started a tradition that continues today.

Walker D. Gilmer, one of the former owners, was instrumental in the new company and stayed on as both salesman and plant manager. He would ride into town with his horse and cart in the morning to make sales calls and return to the plant in the afternoon. After putting the feed bag on his horse, he would make up the morning's orders for delivery later that day.

In those days, there was a romantic air associated with the company, the essence of which survives today. Vanilla beans came via

Left

This 1895 photograph shows the original location of Crescent Manufacturing Company, in the Schwabacker Building at 308 Occidental Avenue.

Top right

This donkey and cart, topped with a large can of Crescent baking powder, was the company's entry in Seattle's 4th of July parade in 1903.

Bottom right

Crescent's early delivery service was a horse-drawn cart.

masted ships from the French East Indies and were hand-crushed to make liquid vanilla. Lemon, orange, and other oils were also hand-pressed, and, in later years, fine connoisseurs of extracts insisted they could tell the difference between machine- and hand-squeezed oils. Exotic fragrances greeted visitors at the door.

Gilmer had an immense love of the spices and extracts trade and a wide vocabu-



lary of tastes and smells. Although limited in his education, he was one of the world's great "mixologists," as he was fond of calling himself. One of his concoctions was Mapleine, an artificial maple flavoring, which he introduced at the Alaska-Yukon-Pacific Exhibition in Seattle in 1909, to help meet the demand for maple sugar caused by rising prices.

In those early years, the cornerstone of the company's business was its baking powder sales. The firm was the first to develop and market double-acting baking powder, which revolutionized baking.

Today, Crescent is a leader in the field of flavoring extracts, spices, baking powder, and whole nuts with over 1,500 different products and sizes manufactured. The company's president is Donald Weaver, Jr. Chairman of the board is Donald Weaver, Sr. Dick Weaver, son of the president, is the fourth generation in the Weaver family to manage the business. The company's manufacturing plant is located at 657 Dearborn Street, in a building they erected in 1927.

LOOMIS CORPORATION



The story of the Loomis Corporation is a tale of the mettle and persistence of its founder, who, at the age of 55, started the company.

Lee B. Loomis was born in Michigan in 1870 and was raised tending stock and punching cattle on the South Dakota prairie. In the mid-1890s, he sent his wife and children to Seattle with \$50 he had borrowed, and later hopped a freight train to join them.

In Seattle, he operated a seed business until the Alaska Gold Rush started in 1897. Always one to test new frontiers, he departed on the second boat bound for the Klondike. After packing over the Chilkoot Trail, he saw more opportunity in supplying provisions to miners than panning for gold and went on to Dawson City to operate a store with his brother-in-law. He returned to Seattle and his family the following spring, and went into business selling horses. In 1904 he again tried the gold fields of the North. He spent the summer in Nome gold panning and operating a freight business and pack train. In 1905 he started the Cleary Creek Commercial Company near Nome and ran a dog sled transport service to nearby mines, carrying gold dust and supplies. It was here that he first got the idea of starting an armored delivery service.

He returned to Seattle and for the next 14 years operated a livery stable at Westlake

and Mercer streets, furnishing horses for the city of Seattle, the fire department, and the U.S. Army base at Fort Lewis. In 1922 he again returned to Alaska and operated two trading posts for the Northern Commercial Company.

In 1925 he came "outside" for the last time and started the Loomis Armored Car Service in Portland, Oregon. Investing his entire savings from his Alaska ventures, he had a custom-made armored car built featuring many innovative security devices. While the business community admired the vehicle and his intentions, they showed little interest in hiring him, as they were quite satisfied with doing their own banking. For nearly a year, he had no business, and he feared his venture would fail. When a violent crime wave racked the Portland area, however, companies for the first time began to use his service.

By 1930 the business was well-established and expanded to Vancouver, British Columbia, with Walter F. Loomis (Lee's son and partner) as manager of the new branch. Two years later, Walter moved his family to Seattle, where again he opened a branch and became general manager of the company.

Lee Loomis died in 1949 and his son Walter assumed the position of president. In 1960 Charles Loomis, grandson of the

The first Loomis armored car, September 10, 1925. Lee Loomis is at left.

founder, became president and in 1971 chairman of the board.

Today Loomis Corporation is a subsidiary of Mayne Nickless of Australia, under the direction of president and chief executive officer George A. DeBon and operates in all the provinces of Canada, the western United States, and Mexico. The company also operates a moving and storage business, a guard and alarm service, and a courier parcel delivery service for time-critical items. Corporate offices are at 55 Battery Street in Seattle.



Lee B. Loomis (fourth from left) and family with his partner in front of the cabin he built in Fairbanks, Alaska, circa 1904.

NORDSTROM, INC.



When 16-year-old John Nordstrom arrived in New York in the 1880s, an immigrant from the cold farmlands of northern Sweden, he had five dollars in his pocket, the last of a small inheritance from his father, and he carried with him one suit of clothes, the only one he'd ever owned that wasn't homespun and handwoven. And, he couldn't speak a word of English.

At that moment, the shoe business was the farthest thing from his mind. Yet 15 years later, after many trials and adventures, he founded a small shoe store in Seattle which, in time, became one of the largest and most respected apparel and shoe stores in the West.

In the beginning, he worked his way across the United States to California and then to Washington, spending time as a miner, logger, longshoreman, and at one

Sales staff at Wallin and Nordstrom shoe store, located at 1422 Second Avenue, circa 1916.

point, caring for the grounds, cow, and horse of a San Francisco architect. In 1897 he sought his fortune in the Klondike gold fields. Two years later he returned with \$13,000, prepared to settle down and marry.

Carl Wallin, a Seattle shoemaker he had met in Alaska, offered him a partnership in a shoe store. Nordstrom had invested some of his money in a few parcels of property in the city and eagerly accepted the opportunity to go into business. Together they opened their first store in 1901, with a 20-foot frontage on Fourth and Pike streets. That first day, John Nordstrom, the seasoned logger, miner, and Klondike gold panner who had never fitted a pair of shoes in his life

(other than his own), nervously waited on the new venture's first customer. After rummaging through the backroom, looking for the proper size, he made the store's first sale. Total receipts for the day came to \$12.50.

In the early years business was slow, but gradually it improved and their store grew. In 1929 Wallin sold his interest to Nordstrom, and a year later Nordstrom sold out to his sons, Elmer, Everett, and Lloyd. In the next 30 years they built the largest independent shoe chain west of the Mississippi, with 27 stores.

At the end of 1963 the brothers purchased the Best's Apparel fashion specialty stores in downtown Seattle and Lloyd Center in Portland. Within six years they had a total of 420,000 square feet of space in several apparel stores.

By 1971 the seven Nordstrom Best's stores grossed nearly \$80 million. In that same year, construction was begun to greatly expand the downtown Seattle headquarters store and establish a distribution center. To underwrite this expansion, the family offered Nordstrom Best's stock to the public for the first time.

During the next 10 years, management of the firm was assumed by the third generation and the company continued to expand, opening stores in Alaska, Oregon, California, Utah, and Washington. In 1973 the new downtown store was opened and the company name formally changed to Nordstrom. In 1981 combined sales of all stores will reach nearly \$500 million.

Surely if John Nordstrom were alive today, he would be amazed to see what his simple philosophy of offering customers exceptional selection, quality, value, and service had built.



Elmer Nordstrom, founder John W. Nordstrom, Everett Nordstrom, and Lloyd Nordstrom (left to right) pose with antique shoes.

RAINIER BREWING COMPANY

Just over 100 years ago, in 1878, a German immigrant brew-master, Andrew Hemrich, founded a small brewery along Airport Way in the south of Seattle. He called the brewery Seattle Brewing and Malting Company and named his premium beer Rainier. By 1916 this modest brewery, which produced only 200 barrels its first year, became the largest brewery in the state and the sixth largest brewery in the world. The company built its reputation satisfying the legendary thirsts of frontier loggers, miners, farmers, and fishermen, and grew to serve the tastes of the genteel as well as the hearty in the gold fields of Alaska, in California, the Orient, and throughout the Pacific Northwest. The company outlasted many competitors with colorful names—Lorlei, Aero Club, Washington Viking, and Tacoma Pale.

Prohibition in the state of Washington in 1916, however, turned the Georgetown brewery into a feed mill. The buildings survive today, living out a sedate and useful old age as warehouse and icehouse. When the brewery shut down, the Rainier brand name was sold to a brewery in San Francisco. It was not until the 1930s that the name was finally restored to the Northwest by Fritz and Emil Sick, a father and son with extensive brewing interests in Canada. The Sicks' acquired the brewery and renamed it Sicks' Century Brewing Company and, in addition to Rainier, began bottling Rheinlander, which they billed as "The Beer of the Century" in reference to the firm's new name. The Sicks' further celebrated the return of the name by purchasing the Seattle Indians baseball team of the Pacific Coast League and renaming them the Rainiers. In the pro-

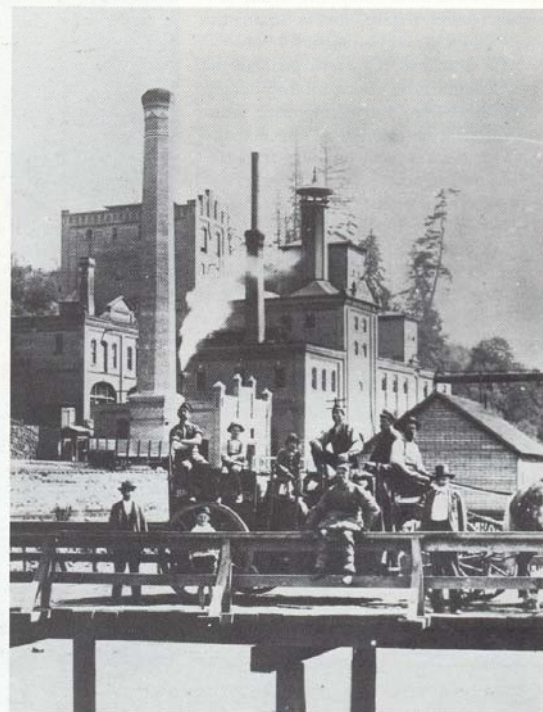
cess, they built Sicks' Stadium, which was long regarded as the premiere minor league ball park in the country. The Rainiers were an instant success, winning pennants in 1939, 1941, and later, in 1951 and 1955 before being sold to the Boston Red Sox. In the years to follow, the Sicks' became involved in many civic, cultural, charitable, and community activities. Emil Sick died in 1964.

Over the years, Rainier has undergone many changes in corporate structure. In 1977 the company was purchased by the G. Heileman Brewing Company of LaCrosse, Wisconsin. The sixth largest brewing firm in the United States, Heileman continues to uphold the brewing tradition of Andrew Hemrich and the Sick family. Rainier is the largest selling beer in Washington State.



Top
After the turn of the century, women played a key role in the production line of the fast-growing enterprise.

Above left
Seattle Brewing and Malting Company, predecessor of today's Rainier Brewing Company, was founded in 1878.



Above right
Still located on Airport Way in the south of Seattle in 1900, the firm's production had greatly increased.

THE SEATTLE POST-INTELLIGENCER

The *Seattle Post-Intelligencer* was publishing a newspaper even when Washington was still a territory. In fact, the paper led the territory's successful drive for Washington's admission as the 42nd state, 92 years ago. But the origins of "The P-I" go back to 1863 when Seattle was a frontier town.

The *Puget Sound Gazette*, then published out of Olympia, was floundering and nearly defunct when a San Francisco printer moved it to Seattle in 1867 and rechristened it *The Weekly Intelligencer*. Seven years later, in 1874, he sold it and the new owners published the paper as a daily for the first time. In the following years it absorbed another paper, *The Pacific Tribune*, and in 1878, Thaddeus Hanford, a Seattle pioneer, bought *The Weekly Intelligencer* and absorbed yet another newspaper, *The Puget Sound Dispatch*.

An agricultural monthly, *The North*

Pacific Rural, had simultaneously evolved into a newspaper called *The Post*. In what was to be looked upon in later years as a historic moment, the two merged and on October 1, 1881, the combined owners published the first edition under the name *The Post-Intelligencer*, affectionately known ever since as "The P-I."

Under the management of Thomas Prosch, and later Leigh S.J. Hunt, *The P-I* became the most powerful paper in Washington Territory. It gained a reputation as the voice of the Pacific Northwest, and for years people eagerly awaited each issue. Miners in Alaska, farmers in eastern Washington, fishermen in the Bering Sea, and readers throughout Seattle and the state came to depend on *The P-I*.

When the Great Seattle Fire destroyed *The P-I*'s plant in 1889, Hunt, the publisher, dispatched and published news of the fire from his home.

Hunt lost control of the paper in the Panic of 1893 and for several years *The P-I* had a succession of owners, including John L. Wilson, who later became a U.S. senator and who purchased *The P-I* with money loaned him by railroad magnate James J. Hill.

In 1921 William Randolph Hearst purchased *The P-I* at a time when he was acquiring papers throughout the country. Through a series of publishers The Hearst Corporation has maintained ownership to this day.

In the following years, the morning and Sunday *Seattle Post-Intelligencer* gained a reputation as a leader in northwest journalism, most recently in the investigation of corruption in government. In 1981, *The P-I* celebrated its 100th anniversary under its current name and began publishing a new, easier to read, more lively format designed for contemporary readers.



In 1898, crowds gathered at Second Avenue and Cherry Street to read bulletins on the Spanish American War.



The Seattle Post-Intelligencer is headquartered at Sixth and Wall.

THE SEATTLE TIMES

In the summer of 1896 an experienced Minnesota journalist came to Seattle to take over a struggling newspaper which had tried for 15 years to become established in the city. The journalist, Alden J. Blethen, breathed life into the paper, *The Seattle Times*, and started it on a growth pattern which has made it the largest newspaper in the Northwest and an integral part of Seattle life. Today the third generation of the Blethen family publishes *The Times*, making it one of the few remaining family-owned newspapers in the country.

Blethen's task was a difficult one. Under previous owners, the paper had a poor record. It had been in and out of receivership, had had several names—*The Seattle Chronicle*, *The Daily and Weekly Press*, and *The Seattle Press Times*—and when Blethen bought it the paper was merely an adjunct to a printing business. Its circulation was 5,000 in a frontier town of 45,000.

Blethen brought to the paper verve, style, opinion, direction, and controversy, characteristic of influential newspapers of



The Seattle Times, in 1981, occupied a full block.

the day. He cut the price of the paper, moved it from its tiny offices on Yesler Way to larger facilities at Second and Columbia, established a new printing plant, convinced the Associated Press to expand its coverage, and later published a Sunday edition.

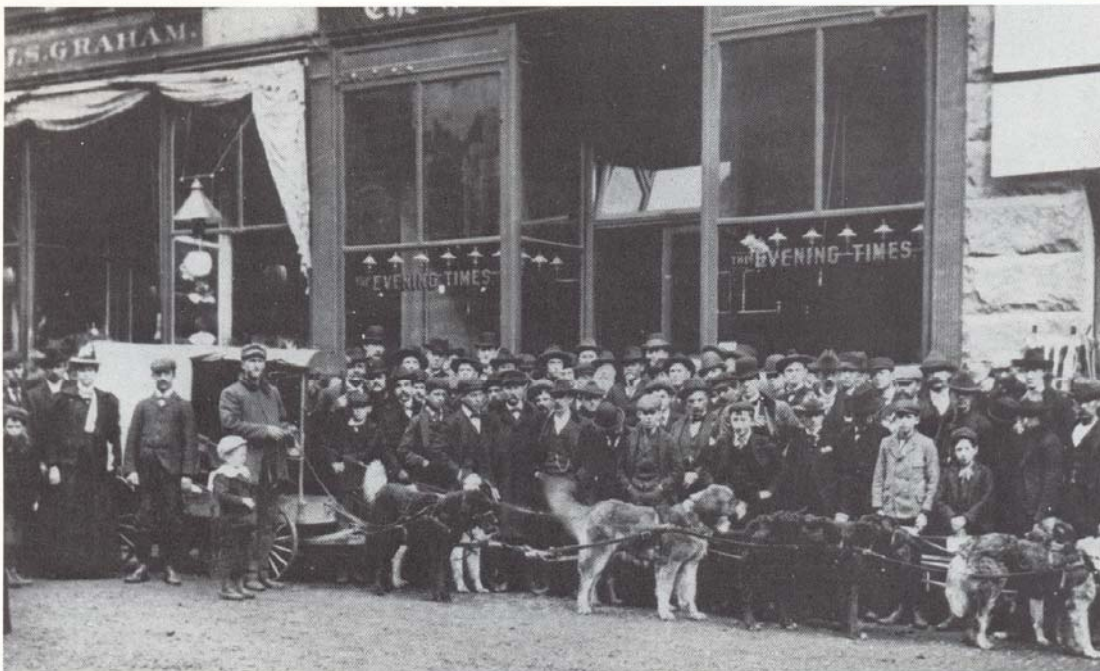
From the beginning, his actions produced results. Circulation grew, and by 1901 *The Times* had outgrown its new building. By 1906 it was the largest publication north of Los Angeles and west of Chicago, with a

circulation of more than 50,000.

A fire in February 1913 slowed the paper's growth. But with the help of the rival *Post-Intelligencer*, *The Times* did not miss a day of publication. It was months, however, before the staff returned to its plant. When Blethen died in 1915, his son, Clarence B. Blethen, took over and published the paper for the next 26 years, until his death in 1941.

In the following years, *The Seattle Times* continued to grow in news and editorial stature and circulation. It has produced two Pulitzer Prize winners, one for investigative reporting in 1950 and another for photography in 1974, and has won hundreds of awards for outstanding journalism. Its circulation for the 6-month period ending March 31, 1981, was 261,432 daily and 344,724 Sunday.

Today John Alden Blethen, grandson of the founder, is publisher of *The Seattle Times*. *The Times* has 1,457 employees. The Seattle Times Company also owns the *Walla Walla Union-Bulletin*.



The Times, 1898, when it was located on Second Avenue near Columbia Street. (The dogs were in "training" for service in Alaska.)

WASHINGTON FISH AND OYSTER COMPANY

The Klondike Gold Rush, the San Francisco earthquake, and strawberry fields near Green Lake all played a role in the events which led to the acquisition of Washington Fish and Oyster Company by a Danish immigrant, Roy Jensen, in 1916. Jensen and his sons built the business into one of the largest and most respected fish processing companies in the West.

Roy Jensen was born in Denmark in 1895 and immigrated to the United States as a teenager. After spending a year in the Midwest, in a large Scandinavian community where he learned to speak English, he opened a small grocery store in St. Paul, Minnesota, with his brothers, Ole and Steve. The store was wiped out, however, in the Panic of 1893 when their credit customers could not pay.

Penniless, Roy Jensen worked his way westward across the country, working as a porter and at whatever jobs he could find.

In 1897 he followed the migration north to the Klondike gold fields and panned gold for \$6 a day, an unheard-of sum in those days. But Jensen saw greater opportunity as a merchant, and with his accumulated savings he opened a general merchandise store, with his brothers as partners, to serve the free-spending miners.

With the proceeds from the store, the Jensen brothers bought the Lucky Swede Mine from the lucky Swede who reportedly took out over one million dollars worth of gold. The mine continued to pay under their ownership, and provided enough for Ole to go to dental school and for Roy to attend business school.

At the turn of the century Roy Jensen, a man of substance in his mid-twenties, returned to Denmark to retire as a gentleman farmer. But after a short time, he decided he wasn't suited to farming and, in 1906, he made plans to return to the United States with his Danish wife and two sons. En route to San Francisco, he learned that the city had been destroyed in the great earthquake and changed his destination to Seattle.

After he became settled he opened a grocery store, but soon sold it, planning to retire once again. He reentered the business world after a short time, however, as an owner and operator of two hotels near the King Street railroad station. Although the

hotels were profitable, he didn't like the long hours and seven-day-a-week work schedule. So he retired, for the last time he thought, in the "country" north of Green Lake. There he planted strawberries on his property and hoped to earn a modest income from berry farming. But when he learned of the labor costs of maintaining and picking his crop, he plowed them under.

When Roy's family grew to five children, he decided he needed more income for their schooling. While riding on a streetcar to Seattle to look into the hotel business once again, he learned from a friend about three Danes who owned a small wholesale and retail fish company, Washington Fish and Oyster, which they had started and operated for a few years. One of the partners wanted to sell his interest.

Jensen looked at the company and liked it, acquiring the partner's interest in February 1916. He soon told his partners that he must either buy their shares or start a competing company, and he thus ended up as sole owner.

Roy's daughter Ingeborg recalls that Roy finally found a business he really loved, and that he used to read his children the company's profit and loss statement on Sundays, after the comics, with great relish.

In its founding days Washington Fish was located in the central waterfront area of Seattle where Alaskan Way is now and consisted of a retail fish display in the front and facilities for wholesale and institutional trade in the rear.

In 1934, after Roy's eldest son Bill joined the company, Washington Fish acquired the salmon cannery at Port Williams north of Kodiak Island and took its first step toward expansion. As late as the 1930s sailing ships still served the port.

In the 1940s, under Bill's direction, Washington Fish began shipping railcar loads of iced fish to Boston, New York, and Philadelphia on the East Coast and, during the war, the company shifted much of its production to canned shad for the war effort.

When Roy Jensen passed away in 1945, Bill took over as president. Bill was aggressive, yet affable, winning many friends among the company's customers. He soon gained an industry-wide reputation for his

adept handling of the marketing side of the business.

It was his brother Mark, who joined the company after he returned from the war, who provided the impetus for the company's postwar growth. Mark was knowledgeable about finance and production and provided the leadership for many innovations and for the expansion of the business from a small regional fish processing concern to a primary producer of almost all sea foods found in the Pacific.

Mark, who succeeded his brother as president, led in establishing Alaska's first king crab cannery, one of western Alaska's first cold storage plants, the pioneering of Dungeness crab fishing in Kodiak, and conducting scallop research with the state of Alaska. He acquired the first prototypes for modern seine boats used in Kodiak, and led in the acquisition and establishment of many companies. These included Washington Fish and Oyster Company of California, Portland Fish Company (the largest combination of fish-processing companies on the Columbia River), Perfection Smokery in Seattle, St. Elias in Cordova, Juneau Cold Storage, Kodiak King Crab, and Seattle Seafoods, to name but a few.

As transportation improved, the company helped lead in the export of fish directly to France, England, Japan, and other parts of the world.

In 1973, 18 companies in all western states, British Columbia, and Tokyo were combined by Mark under a single holding company—Ocean Beauty Sea Foods, Inc. In 1980, under the leadership of president John Peterson, Washington Fish acquired many facilities of the bankrupt New England Fish Company, making it the largest company of its kind in the Pacific Northwest.

Although Bill Jensen has passed away and Mark Jensen has retired, Roy Jensen's grandson Mark A. Jensen is still active as an officer and director of the company.

The Washington Fish and Oyster Company's corporate headquarters is in a large, modern facility on the Lake Washington Ship Canal in Seattle. More than 50 brokers make its seafood products available around the United States and the world.

Right

Mark A. Jensen, grandson of Roy Jensen.